



2023–2024 Annual Report



**The Housing
Collective**

CURRENT BOARD OF DIRECTORS

Jillian V. Baldwin, Park City Communities
Co-Chair

Nadim Matta, Rapid Results Institute
Co-Chair

Michele Conderino, Open Doors,
Treasurer, Finance Chair

Julie Scharnberg, Northwest CT Community Foundation,
Secretary

Belinda Arce-Lopez, J. D'Amelia & Associates

Marvin Bell

Richard Brown, Five Eight Holdings

Allison Cunningham, Yale Divinity School

Amy Dooling, Connecticut College

Melissa Kessell, Central Connecticut Coast YMCA

Mollie L. Melbourne, Southwest Community Health Center

Jennifer Paradis, Beth-El Center

Maya Prabhu, J.P. Morgan Private Bank

David Rich, Ex-Officio, The Housing Collective

Lutonya Russell-Humes, Fairfield County's Community Foundation

Roberta Stewart, Apex Community Care

Brian Vahey, RSRD Consulting, LLC

Dear Friends, Partners, and Supporters,

As we reach the midpoint of 2025, I've been reflecting on the extraordinary strength, growth, and shared commitment that have defined The Housing Collective over the past two years. The challenges we've faced have been real—but so has the powerful progress we've made together.

In 2023 and 2024, our work deepened across Connecticut. Through *Opening Doors*, the *Centers for Housing Opportunity*, and the *Housing Innovation Lab*, we helped communities prevent and end homelessness while expanding equitable access to safe, affordable housing. These outcomes are a direct result of what we never take for granted: a passionate and skilled staff, an extraordinary network of partners, and a community that believes deeply in building systems that serve everyone—especially those too often left behind.

Last Fall, we began implementing a new two-year strategic plan rooted in resilience and partnership. With shifts in the federal landscape continuing to ripple through the housing sector, we're planning with intention—strengthening flexible, responsive systems that can adapt to change and still deliver on the promise of housing for all. Our strategic plan is not just a roadmap—it's a commitment to how we show up: grounded, collaborative, and clear in our mission, even in uncertain times.

We also launched a new website and refreshed our branding—modern tools that reflect both the energy of our work and our ongoing evolution as a change-maker in this space. These updates help us tell our story more powerfully and authentically. They reflect who we are today: innovative, connected, and more determined than ever.

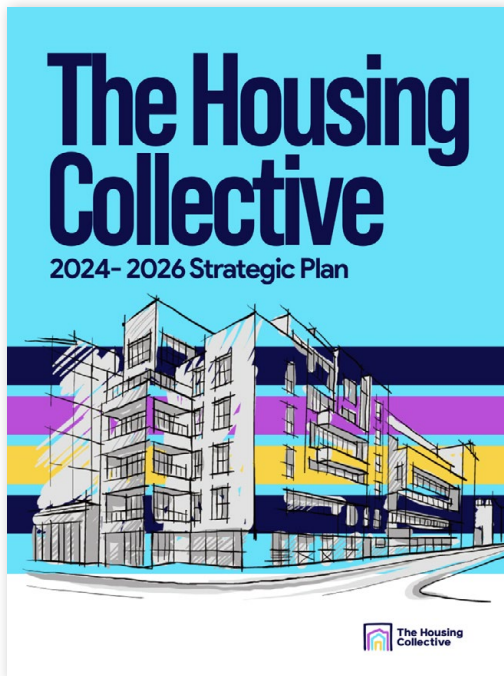
None of this would be possible without the steady leadership of our Board of Directors, whose guidance shapes every step forward. We are equally grateful to our funders and philanthropic partners, who invest not only in programs but in people and the systems that hold communities together—and to the more than 200 organizational partners who bring this vision to life every day.

As we look ahead to the remainder of 2025 and beyond, we do so with clarity and conviction. The Housing Collective is ready for what's next, and we are honored—truly honored—to do this work in community with all of you. Thank you for your trust, your partnership, and your belief in this mission.

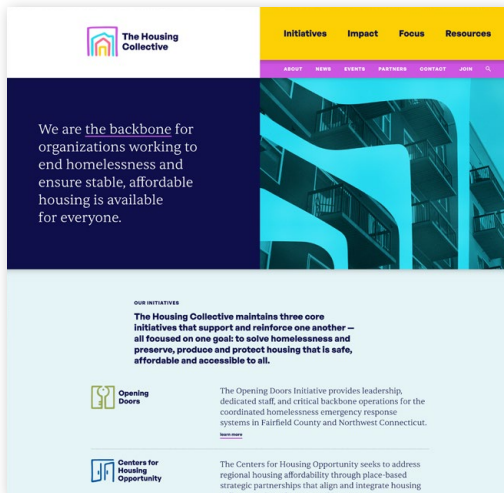
With appreciation and gratitude,



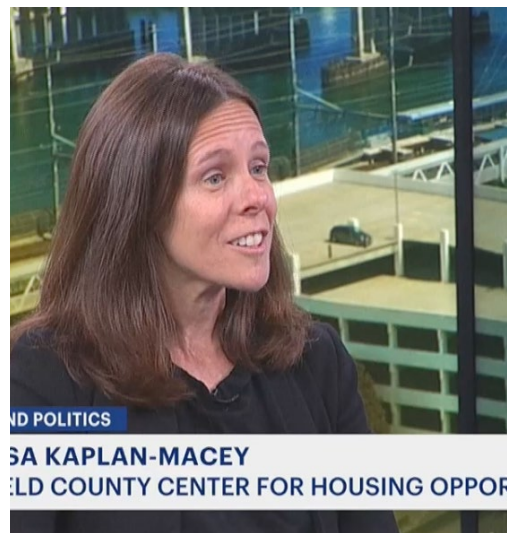
David Rich
President & Chief Executive Officer
The Housing Collective



The Housing Collective **adopted a new 2024-2026 Strategic Plan** outlining our mission, vision, values, and establishing four strategic directives and priorities.



The Housing Collective **launched a new website and consolidated our initiatives under one brand**, establishing a clear, cohesive, and dynamic identity for the organization.



The Housing Collective began to consistently **engage the news media**, bringing local, state, and national media attention to our collective efforts on homelessness and housing.

2023–2024 By the Numbers

14,618 people served

4,544 people housed

4,660 people diverted
from shelter

653 new housing
units supported

70+ convenings and
trainings

15 research reports
and toolkits

220 partners in our
Collective Impact
network

Opening Doors Initiative



Over the past two years, the Opening Doors Initiative (ODI) has continued to serve as the backbone for the homeless emergency response system throughout Western Connecticut. As the lead coordinator for the Fairfield County Continuum of Care (ODFC) and the Northwest CT Coordinated Access Network (CAN), ODI has worked hand-in-hand with more than 150 provider partners to respond to rising rates of housing instability and unsheltered homelessness.

Together, we have strengthened diversion practices, enhanced our data systems, and launched targeted strategies to reduce the length of time people experience homelessness. ODI has also provided essential infrastructure to help our network adapt to a rapidly shifting federal landscape—facilitating communication, aligning resources, and delivering training and support to frontline staff. In the face of rising need and diminishing federal resources, ODI continues to deliver critical regional capacity that is keeping people housed, improving outcomes, and advancing the long-term systems change needed to ensure that homelessness in Connecticut remains rare, brief, and non-recurring.

ODI has worked hand-in-hand with more than 150 provider partners to respond to rising rates of housing instability and unsheltered homelessness.

Centers for Housing Opportunity

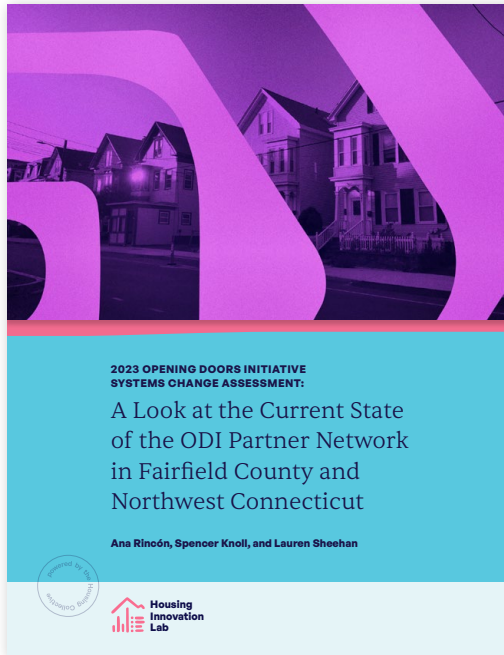


Since 2023, the Centers for Housing Opportunity (CHO) have continued to scale their impact across Fairfield County, Litchfield County, and Eastern Connecticut. A strategic partnership among the Housing Collective, LISC CT, and Partnership for Strong Communities, together with community foundations and regional partners, CHO now engages more than 65 regional partners, working to align housing policy, planning, investment, and community engagement. Over the past two years, CHO has delivered technical assistance to towns, supported a development pipeline of over 650 units of affordable housing, facilitated public education and narrative change initiatives, and published foundational resources such as regional housing needs assessments and municipal housing affordability scorecards.

CHO now engages more than 65 regional partners, working to align housing policy, planning, investment, and community engagement.

CHO's work is helping to build a more responsive housing ecosystem in each region of the state—one that reflects local priorities and removes barriers to housing opportunity. In 2025, CHO will deepen its support for housing preservation, expand municipal technical assistance, and continue investing in partnerships that center the voices of communities most impacted by housing instability. Through this work, CHO is delivering the regional infrastructure and shared tools needed to drive systems change and ensure safe, affordable housing is available to every Connecticut resident.

Housing Innovation Lab



Launched over the past two years, the Housing Innovation Lab (HIL) has established itself as a vital driver of systems-level learning and innovation within the Housing Collective. Created to enhance the impact of our housing and homelessness initiatives, HIL focuses on advancing strategy through data, inquiry, lived experience, and capacity-building. In 2023 and 2024, HIL laid the groundwork for this work—

building internal infrastructure, launching new tools, and fostering a culture of continuous learning across our network. A major milestone in 2024 was the release of the ODI System Assessment Report, which examined workforce, operations, and capacity needs across the Opening Doors Initiative’s regional homeless response system. This report provided the first formal snapshot of the systemic challenges and opportunities facing the coordinated access and homelessness prevention system in Western Connecticut and has become a foundational planning tool for network-wide improvements.

Additionally, HIL launched the Opening Doors to... training series, offering coordinated access partners in the ODI network a deeper understanding of how housing intersects with critical issues like healthcare and aging. These sessions are helping frontline teams better respond to increasingly complex needs across the communities we serve. Looking to 2025, HIL will deepen its cross-sector training, elevate new research efforts, and continue driving systems innovation across our initiatives—ensuring that collective efforts remain responsive and resilient.

A major milestone in 2024 was the release of the ODI System Assessment Report, which examined workforce, operations, and capacity needs across the Opening Doors Initiative’s regional homeless response system.

Financials

2023

Public Revenue	\$10,740,868
Private Revenue	\$732,199
Subcontracts / Pass Through	\$6,558,092 (57%)
Program Expenses	\$2,587,685 (22%)
Backbone Expenses	\$2,427,256 (21%)

2024

Public Revenue	\$10,898,944
Private Revenue	\$1,148,474
Subcontracts / Pass Through	\$7,764,316 (64%)
Program Expenses	\$1,396,136 (12%)
Backbone Expenses	\$2,951,820 (24%)

Funders

The progress we made in 2023-2024 was only possible because of the trust, generosity, and shared commitment of our funding partners. Your support helped communities come together to lead, innovate, and drive lasting change in how we respond to homelessness and housing challenges across Connecticut. We are honored to be in this work with you and grateful for the role you play in moving us all toward stronger, more connected communities.

Bank of America Charitable Foundation
Capital for Change
City of Bridgeport
City of Danbury
City of Norwalk
City of Stamford
City of Torrington
Centerville Savings Bank
Charitable Foundation
Chelsea Groton Foundation
Community Foundation of Eastern CT
Michele Condorino
Connecticut Coalition Against
Domestic Violence
Connecticut Department of Housing
Connecticut Department of Mental
Health and Addiction Services
Connecticut Humanities
The Dime Foundation
Fairfield County's Community
Foundation
Family and Children's Agency
Foundation for Community Health
Mr. and Mrs. Lou Hecht
Homes with Hope
JP Morgan Chase Foundation
Justice Education Center

Evonne Klein
Liberty Bank Foundation
M&T Charitable Foundation
National Iron Bank
New Reach
Northwest Connecticut
Community Foundation
Northwest Connecticut
Council of Governments
Nuvance Health
Operation Hope
The Berkshire Taconic
Community Foundation
The Community Foundation
for Greater New Haven
The Connecticut Project
The Workplace
Town of Greenwich
Town of Westport
United Way of Greater Waterbury
United Way Worldwide
United States Department of
Housing and Urban Development
Brian Vahey
Laura Wallace
Webster Bank Charitable Foundation